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AMERICAN
SPEECH-LANGUAGE-
HEARING
ASSOCIATION

American Speech-Language-Hearing Association (ASHA)
Director, Government Relations and Public Policy
Rockville, Maryland

THE SEARCH

The American Speech-Language-Hearing Association (ASHA), founded in 1925, seeks a new Director, Government Relations and Public Policy (Director). ASHA is the professional, scientific, and credentialing Association for more than 191,500 members and affiliates who are audiologists, speech-language pathologists, and speech, language, and hearing scientists in the United States and internationally.

The next Director will join a well-functioning, widely respected, and purpose-focused organization. This position provides strategic leadership to the Association's government relations and public policy (GRPP) cluster, which includes federal, state, and health care reimbursement advocacy and GRPP administration and communication, by organizing, mobilizing, and providing leadership to achieve intended outcomes related to the advocacy issues defined in ASHA's public policy agenda. The Director serves as the Association's point person for GRPP and is responsible for ensuring that effective strategies are implemented to achieve successful results. The Director will focus on issues and initiatives that represent the comprehensive needs and interests of the Association's members as well as persons with communication disorders, and will convey those issues to federal and state policy makers, agencies, external organizations, and coalitions.

This is an exciting opportunity to join a highly collegial and team-oriented environment that embraces creativity and effective risk-taking. The Director will have an opportunity to help define and implement strategic policy priorities in a rapidly changing political landscape and communicate those priorities to a diverse set of stakeholders. The Director will lead a seasoned team and will be charged with developing and/or enhancing relationships with complementary external organizations to leverage ASHA's ongoing advocacy efforts.

The Director must possess excellent management skills to lead and inspire a team. Knowledge of health care policy or education policy and experience working in a membership organization

with a team-oriented culture is preferred. The Director reports to the Chief Staff Officer for Speech-Language Pathology and oversees a 20-person staff, including four direct reports, and a budget of \$355,000.

Isaacson, Miller, a national executive search firm, has been engaged to assist with this important search. Inquiries, nominations, and applications should be directed in confidence to the firm as indicated at the end of this document.

BACKGROUND AND CURRENT SITUATION

*ASHA: Making effective communication, a human right, accessible
and achievable for all.*

The mission of the American Speech-Language-Hearing Association is to empower and support audiologists, speech-language pathologists, and speech, language, and hearing scientists through:

- advancing science,
- setting standards,
- fostering excellence in professional practice, and
- advocating for members and those they serve.

ASHA fulfills its mission through meetings and conferences, publications, scientific research, credentialing, professional development services, and public policy education. Its yearly convention attracts over 16,000 attendees. The 2017 convention, “Focus on the Big Picture,” will be held in Los Angeles in November. ASHA also holds numerous topic-specific seminars and web conferences annually. ASHA enjoys a strong and stable financial base. Its 2017 budget is approximately \$60 million.

In 2007, ASHA moved into its beautiful headquarters building in Rockville, Maryland. From design to construction, ASHA committed itself to producing an environmentally-friendly National Office. Every detail focused on a whole-building approach to sustainability by recognizing performance in five key areas of human and environmental health: sustainable site development, water savings, energy efficiency, materials selection, and indoor environmental quality. With the construction of this new building, ASHA has become a true pioneer in regard to environmental sustainability. As such, they were recognized as the first non-profit association to achieve a Gold LEED (Leadership in Energy and Environmental Design) Certified green building designation in the state of Maryland.

ASHA has identified seven core values that permeate its work: Excellence; Integrity; Diversity; Commitment; Responsiveness; Member-centeredness; and being research-based. The Association has also identified four strategic themes as its "Pillars of Excellence": *Two Professions, One Vision; Scientifically Based Professional Practices; Advocacy; and The Member Experience.*

Strategic Objectives define the Association's strategic priorities. Strategic Objectives are action-oriented statements identified for ASHA's Strategic Pathway to Excellence. These objectives are to:

- Expand data available for quality improvement and demonstration of value
- Advance Interprofessional Education and Interprofessional Collaborative Practice (IPE/IPP)
- Enhance the generation, publication, knowledge translation, and implementation of clinical research
- Enhance service delivery across the continuum of care to increase value and access to services
- Increase influence and demonstrated value of audiology and speech-language pathology services
- Increase the diversity of the membership
- Enhance international engagement
- Increase members' cultural competence

Volunteer Leadership/Governance

The Association is governed by a 17-member Board of Directors, elected by the membership to serve and be accountable to the Association membership and their professions. The Board is charged with providing strategic direction and ensuring ASHA operates in accordance with its bylaws.

ASHA has approximately 45 committees, boards, and councils that provide volunteer opportunities for members. Some are profession or issue specific and others are programmatically focused.

The Government Relations and Public Policy Board (GRPPB) develops the Association's annual public policy agenda, subject to approval by the Board of Directors. It also assures that the strategic needs and interests of ASHA members are represented in the Association's annual public policy agenda; provides ongoing coordination of communication with other ASHA committees, councils, boards, members, and state speech-language-hearing associations concerning the legislative, regulatory, and other public policy activities and initiatives of the Association; and makes recommendations to and works with the National Office staff to develop strategies to achieve the public policy agenda of the Association.

Staff and Staff Leadership

In the late 1990s, ASHA undertook a comprehensive staff restructuring that created a very flat organization, resulting in a highly team-oriented culture. Each ASHA employee has clear responsibilities and accountabilities with an emphasis on programmatic ownership, professional excellence, and personal initiative. The organizational culture strongly supports collegiality and consensus over chain of command. ASHA is frequently cited in publications such as the

Washington Post, the Washingtonian, and the Alliance for Workplace Excellence as one of region's best places to work, reflecting the cooperative and mentoring environment for staff.

Currently, approximately 300 staff work at the ASHA National Office. The staff includes about 47 individuals from the professions of audiology or speech-language pathology and individuals with exemplary professional experience and credentials in numerous domains, including: accounting and financial management, adult learning, association management, epidemiology, facilities management, graphic design, human resources, information systems, lobbying, marketing, meetings and conference management, postal operations, project management and process improvement, publications, public relations, research, and survey methodology.

The CEO, Arlene Pietranton, PhD is the third CEO in the 92-year history of the Association. She first joined the staff as the Director, Health Care Services, then served as the Chief Staff Officer for Speech-Language Pathology for four years before her appointment to the CEO position. Before joining the national staff she was an active ASHA volunteer.

There are six Chief Staff Officers who together with the Chief Executive Officer serve as the executive staff leadership, collectively called the "facilitating team." They are: the CSO for Operations, Kyle Vickers; CSO for Audiology, Neil DiSarno; CSO for Speech-Language Pathology, Lemmietta McNeilly; CSO for Science and Research, Margaret Rogers; CSO for Multicultural Affairs, Vicki Deal-Williams; and CSO for Communications, Lisa Cole.

Each Chief Staff Officer acts as the manager, coach, and mentor for the staff clusters and programmatic unit directors with whom he or she liaises. The CSOs offer programmatic guidance to the directors on setting goals and assessing results. They also provide feedback and assistance on personnel matters and help directors set professional and personal goals. The Director, Government Relations and Public Policy is the leader of the Government Relations and Public Policy cluster. The Director has considerable latitude to implement and/or develop policies, programs, and procedures for the team.

ASHA Advocacy

The GRPPB is charged with developing an annual public policy agenda that prioritizes the advocacy activities of the Association and, in particular, the GRPP cluster. The Blueprint for Action—2017 Public Policy Agenda (PPA) was approved by the ASHA Board of Directors and sets forth those issues that are of highest priority for advocacy for and by ASHA.

The issues in the 2017 PPA are divided into the three categories: health care, education, and professional. These types of issues are advocated for and implemented at the federal, federal/state, and state levels. Specifically, the issues are:

Health Care:

- [Medicare Reimbursement & Coverage Policies](#)
- [Medicaid Reimbursement & Coverage Policies](#)
- [Patient Protection & Affordable Care Act \(ACA\)](#)
- [Private Health Plans Reimbursement & Coverage Policies](#)

- [Hearing Health Care](#)
- [Telepractice/Telehealth](#)

Education:

- [Legislation and Regulations](#)
- [Funding and Practice for School-Based and Early Intervention Services](#)

Professional:

- [Social Security Benefit for Public Employees](#)
- [Loan Forgiveness/Tuition Assistance as a Recruitment and Retention Tool](#)
- [Demonstrating Value & Quality of Services](#)
- [Scope of Practice](#)
- [Licensure](#)
- [Audiology & SLP Assistants within the Service Continuum](#)
- [State Consultants](#)

OPPORTUNITIES AND CHALLENGES FOR THE DIRECTOR, GOVERNMENT RELATIONS AND PUBLIC POLICY

The Director, Government Relations and Public Policy reports to the Chief Staff Officer for Speech-Language Pathology. The next Director will inherit a much respected and highly functioning staff and will be expected to maintain this record of excellence with a particular focus on the following challenges:

Develop and implement strategic policy priorities that reflect today's uncertain and rapidly changing political landscape

Working in close collaboration with colleagues in the GRPP cluster and across the Association, the next Director will work with ASHA leaders, members, and National Office staff to identify and prioritize current and future initiatives for the Association's public policy agenda.

Serving as an *ex officio* member of the GRPPB, the Director will facilitate the development of ASHA's 2018 public policy agenda based on input from Association members and other key stakeholders. While some previously established broad strategic goals will continue to be priorities, others might demand significant updates and the implementation plans may change.

Effectively communicate with different constituent groups to define and advance ASHA's priorities

The next Director will spearhead the development and presentation of ASHA advocacy materials, including position statements, testimony, and grassroots advocacy to advance its public policy agenda. The Director will serve as one of the Association's primary spokespeople on these policy issues and must be comfortable effectively communicating its legislative, regulatory, political, and overall public policy issues to ASHA's leadership, members, external organizations, and other important stakeholders, including federal and state policy makers.

Build and/or enhance strategic relationships at other organizations and associations

ASHA has developed strong relationships with many related associations and organizations in Washington, DC and around the country. The next Director will be expected to build on those existing connections with peers at external organizations and develop new ones. These partnerships will allow ASHA to be more effective in advocating for many of its policy issues.

Lead a strong team and provide ongoing mentorship and coaching to GRPP staff

The next Director will inherit a strong team that is both experienced and effective. In the context of ASHA's collaborative culture, the Director is expected to coach GRPP team leaders and evaluate performance as appropriate. As strategic priorities shift over time, the Director will use an active collaborative leadership approach to help staff prioritize plans and projects.

The Director will also develop and manage the GRPP cluster budget and proactively support and advocate for appropriate budget funding for emerging issues among GRPP teams as needed.

QUALIFICATIONS AND EXPERIENCE

The successful candidate will bring many of the following qualifications and attributes:

- A degree in political science, public policy, or a related field (graduate degree preferred).
- Strategic experience at an association, Congress, federal or state agency, or state legislature dealing with public policy formulation and advocacy.
- Significant experience mentoring and supervising others.
- In-depth understanding of and extensive experience with federal and state legislative and regulatory processes and grassroots activities.
- Demonstrated ability to navigate the public policy arena and to determine and implement strategic approaches to achieving public policy initiatives.
- Demonstrated success at and commitment to creating and maintaining a high performing team, including strong facilitative leadership skills.
- Demonstrated ability to see the “big picture” and position the Association for success.
- Demonstrated ability to foster an innovative and collaborative approach to work.
- A demonstrated ability and commitment to a collegial, non-hierarchical team approach to achieving work goals.
- Outstanding writing and oral communication skills.

- Excellent interpersonal skills.
- Ability to work across divisions, teams, and issues areas to coordinate efforts and further agendas.
- Tact, diplomacy, and demonstrated ability to manage relationships with diverse constituencies both public and private.
- A deep commitment to the mission of ASHA.
- Resilience and stamina for the task at hand, personal grace in dealing with a broad spectrum of personalities, and good humor in leading the day-to-day work of the organization.
- A track record of leading and developing a dedicated, creative and diverse staff and volunteers.
- An entrepreneurial and creative approach to work.

TO APPLY:

ASHA has engaged Isaacson, Miller, a national executive search firm, to assist with this search. Electronic submission of materials is strongly encouraged. All inquiries, nominations, and applications should be directed in confidence to:

Jackie Mildner, Principal
Jeff Kessner, Senior Associate
Isaacson, Miller
1300 19th Street, N.W., Suite 700
Washington, DC 20036

www.imsearch.com/6155

It is the policy of the American Speech-Language-Hearing Association (ASHA) to provide equal opportunity to all employees and applicants without discrimination based on race, color, sex, national origin, citizenship, religion, marital status, disability or handicap, veteran status, military service commitment, age, sexual orientation, genetic information, or any other legally protected conditions specified in applicable federal, state, or local laws, including Title VII of the Civil Rights Act of 1964; The Maryland Fair Employment Practices Act; Chapter 27 of the Montgomery County Code, "Human Relations and Civil Liberties"; the Americans with Disabilities Act; the Age Discrimination in Employment Act; Section 504 of the Rehabilitation Act of 1973; District of Columbia Rights Act; and ASHA bylaws.